



# The Road to Better Health

## A Guide to Promoting Cancer Prevention in Your Community



National Center for Chronic Disease Prevention and Health Promotion  
Division of Cancer Prevention and Control



If you have comments or questions about the planning and development of this tool kit, please contact Lula Anna Green at 770-488-6201 or [lgreen1@cdc.gov](mailto:lgreen1@cdc.gov).

## **Acknowledgments**

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## Acronyms

CCC	comprehensive cancer control
CDC	Centers for Disease Control and Prevention
CHANGE	Community Health Assessment aNd Group Evaluation
DCPC	Division of Cancer Prevention and Control
HPV	human papillomavirus
MAP-IT	Mobilize, Assess, Plan, Implement, Track
MBCCEDP	Mississippi Breast and Cervical Cancer Early Detection Program
NBCCEDP	National Breast and Cervical Cancer Early Detection Program
NCCCP	National Comprehensive Cancer Control Program
NCI	National Cancer Institute
P.L.A.N.E.T.	Plan, Link, Act, Network with Evidence-based Tools
PSA	public service announcement
SPF	sun protection factor
UVI	ultraviolet index
WONDER	Wide-ranging OnLine Data for Epidemiologic Research



# Introduction

Cancer takes a toll on communities across the United States. It's a complex disease that affects people in each city, town, and neighborhood differently. Prevention is the best way to fight cancer. This means getting people to do things that will protect their health—like get screened, quit smoking, and exercise more. It also means bringing together local leaders to support local cancer prevention efforts. Communities like yours can help lead the way.

The Centers for Disease Control and Prevention's (CDC's) Division of Cancer Prevention and Control (DCPC) developed this tool kit to help community groups like yours guide their communities toward better health. This tool kit can help you

- ◆ Educate people on how cancer affects your community.
- ◆ Give people tips on how to lower their cancer risk.
- ◆ Work with other groups and community leaders to make sure people have the information and services they need.
- ◆ Become known as a community leader in the fight against cancer.
- ◆ Use DCPC's tools and materials to spread the word.

You can use this tool kit to develop a **community outreach strategy**—a plan of action to get information about cancer prevention to the people in your county, state, tribal community, or territory. You can tailor the content of the tool kit to meet the needs of your community and to address your group's mission and resources. You don't need to be a public health expert to make this strategy work.





In this tool kit, we give definitions, tips, and samples. For groups with more resources or more experience in community outreach, health promotion, and partnerships, we give “advanced tips” on some topics.

Before you begin any of the activities in this tool kit, contact your local comprehensive cancer control (CCC) program to find out what’s being done now in your community. This will help you focus your time and resources where they are needed most. Make sure your activities build on existing efforts and do not repeat the work of other groups.

CDC supports CCC programs and cancer coalitions in all 50 states, the District of Columbia, 7 tribal areas, and 7 U.S. Affiliated Pacific Island territories or jurisdictions. These programs pool the resources of community partners to fight cancer in their area. Learn more about CDC’s **National Comprehensive Cancer Control Program** (NCCCCP) at [www.cdc.gov/cancer/ncccp](http://www.cdc.gov/cancer/ncccp). Find contact information for your state, tribal community, or territory at [http://apps.nccd.cdc.gov/dcpc\\_Programs/default.aspx?NPID=2](http://apps.nccd.cdc.gov/dcpc_Programs/default.aspx?NPID=2).





# What's in This Tool Kit?

This tool kit can help you plan, develop, launch, and review your outreach activities. Choose the materials, templates, and other resources that are right for your community. The chapters in this tool kit cover the following topics:

## Chapter 1. Understanding Your Community's Needs

Get a clear picture of how cancer affects your community and what information people need to live healthier. Learn how to do a **community assessment** to

- ◆ Find statistics on the cancers that affect your community most.
- ◆ List all of the cancer screening services available in your community.
- ◆ Learn what people in your community do—and don't do—to keep from getting cancer.
- ◆ Find out how much people in your community know about cancer.
- ◆ Identify possible partners.

## Chapter 2. Planning Your Community Outreach Strategy

Learn how to develop an **outreach plan** to let people know about cancer rates in your community, the need for screening and prevention, and what they can do to protect their health. Put together a plan that helps you

- ◆ Define your goals.
- ◆ Identify your audience.
- ◆ Develop your messages.
- ◆ Choose the best ways to get your messages out.
- ◆ Give people a clear call to action.

## Chapter 3. Getting the Word Out

Learn creative ways to put your outreach plan into action by

- ◆ Adapting CDC's materials for your community or making your own materials.
- ◆ Working with the media in your community.
- ◆ Speaking at community events.
- ◆ Using social media like Facebook and Twitter.





## **Chapter 4. Building Community Partnerships**

Get advice on how to start and keep partnerships with other community groups and leaders so your messages reach more people. Get basic information on how to form community coalitions.

## **Chapter 5. Evaluating Your Efforts**

Learn how to review your outreach strategy to see how it worked. Use what you learn from your review to change your activities so they work better and to show partners that you are making progress.

## **Chapter 6. Resources**

This chapter lists all of the resources suggested in this tool kit and where to find them. It also lists other tool kits that might help you.

# Understanding Your Community's Needs

Before you start your outreach, make sure you have a clear picture of how cancer affects your community and what people in your community are doing about it. A **community assessment** helps you answer questions like these:

- ◆ How does cancer affect your community?
- ◆ What cancer prevention resources are available?
- ◆ What can people do to prevent cancer?
- ◆ What do people know about cancer?
- ◆ Who are possible partners?

The answers to these questions are unique to your community and can change over time. What you learn from your assessment will help you come up with an effective outreach strategy. Doing a community assessment will help you

- ◆ Find out what people in your community need to learn about cancer and how to fight it.
- ◆ Keep from doing the same work other groups are doing.
- ◆ Use the resources available in your community.
- ◆ Connect with community leaders and groups who might work with you.

Although you want to make sure you understand the problem, you don't need to spend too much time collecting detailed information about your community. A little effort up front will save time later. If you already know what your community needs, the strategies in this section can help you use that knowledge.





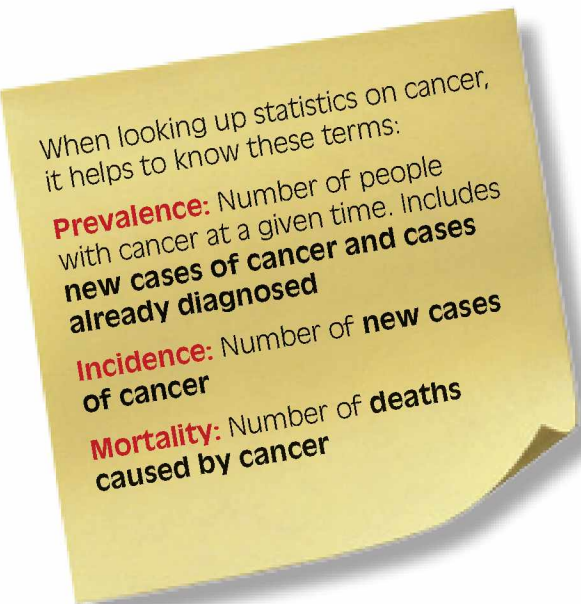
## How Does Cancer Affect Your Community?

The answer to this question tells you **how widespread** cancer is in your community and **who you need to reach**. Start by finding local statistics—like the number of cancer cases and deaths—and learn how these numbers have changed over time. It's helpful if they are broken down by age, sex, race, ethnicity, and other characteristics.

You can use this information to focus your outreach on the types of cancer that affect your community most. If you already know what types of cancer you want to focus on, up-to-date statistics will make your messages stronger and support your pitch to possible partners.

You can use the following resources to find cancer data for your state, county, tribal community, or territory:

- ◆ **Local Cancer Control Plan.** As part of the NCCCP, CDC helps state, tribal, and territorial CCC programs and cancer coalitions develop cancer control plans and put them into action. Each plan includes statistics on cancer cases and deaths. Find your CCC plan at Cancer Control P.L.A.N.E.T. at [http://cancercontrolplanet.cancer.gov/state\\_plans.jsp](http://cancercontrolplanet.cancer.gov/state_plans.jsp).
- ◆ **United States Cancer Statistics.** This Web-based report provides the federal government's official statistics on cancer cases and deaths. Find statistics for your state and see how you compare with other states at [www.cdc.gov/uscs](http://www.cdc.gov/uscs).



When looking up statistics on cancer, it helps to know these terms:

**Prevalence:** Number of people with cancer at a given time. Includes **new cases of cancer and cases already diagnosed**

**Incidence:** Number of **new cases of cancer**

**Mortality:** Number of **deaths caused by cancer**

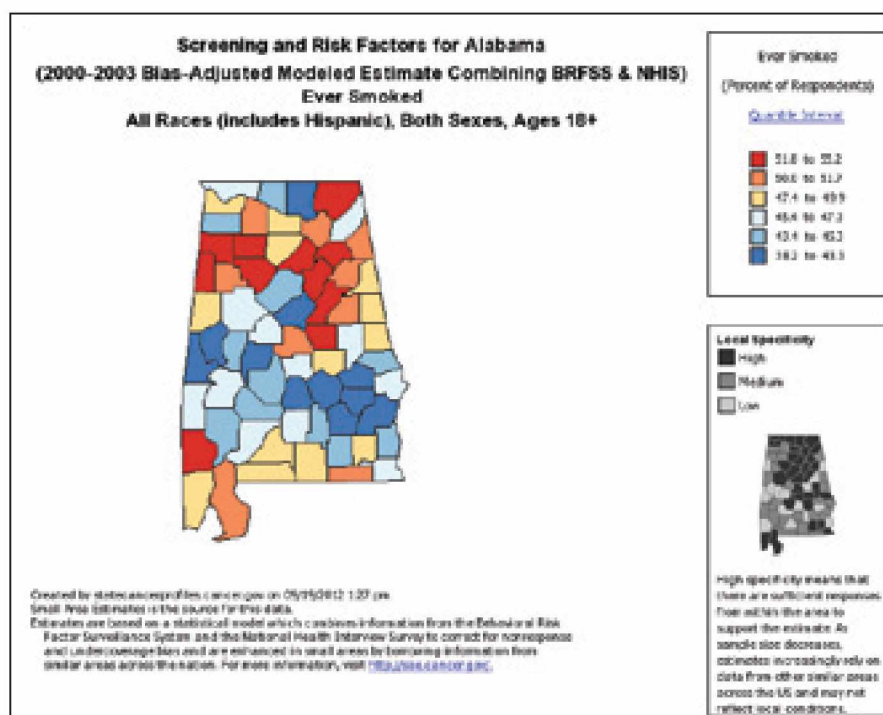


### Advanced Tip: CDC WONDER

If you want more detailed data tables and graphics than you can find on our resource lists, try using **CDC WONDER** (<http://wonder.cdc.gov/cancer.html>). This online database lets you create tables, maps, and charts of cancer rates for your area. Organize results by year, sex, race, ethnicity, age, primary cancer site, and childhood cancer. CDC WONDER is intended for epidemiologists and other people who are knowledgeable about cancer data.



- ◆ **State Cancer Profiles.** This interactive Web site (<http://statecancerprofiles.cancer.gov>) has maps and graphs that show cancer rates for the United States and for individual states and counties.
- ◆ **State Cancer Facts**, available at <http://apps.nccd.cdc.gov/StateCancerFacts/>, provides statistics from the *United States Cancer Statistics* report for the most common cancers, by state.
- ◆ **Your state cancer registry** may be able to give you more specific data. Find contact information at [http://apps.nccd.cdc.gov/dcpc\\_Programs/default.aspx?NPID=3](http://apps.nccd.cdc.gov/dcpc_Programs/default.aspx?NPID=3).



This map was created with the interactive map feature on the State Cancer Profiles Web site. Click on the links to find the information you want—for example, data for a specific state, type of cancer or risk factor, age range, or year. The Web site creates color-coded maps, graphs, and data tables that you can print or save. You can also export the data into a spreadsheet program. Use this information in your outreach activities and materials.

- ◆ **State and local health departments** keep data on health problems affecting their communities, including cancer. Check your health department's Web site to see if the information is online, or contact them directly.
- ◆ **Local chapters of national cancer organizations** may have data on cancer rates in your state or county. You can search organization Web sites to find this information, or contact them directly. Use DCPC's list of partners ([www.cdc.gov/cancer/dcpc/partners](http://www.cdc.gov/cancer/dcpc/partners)) to help you find the information you need.

## What Cancer Prevention Resources Are Available?

Know what **medical, educational, and social service resources** are in your community—like low-cost cancer screening programs, workshops, and support groups. You can use this information in your outreach activities to


- ◆ Refer people to services. People are more likely to change their behavior if they know how to find the help they need. For example, if you tell people they should get screened for colorectal cancer, they're more likely to do it if you also tell them where to find nearby screening programs.
- ◆ Learn about other outreach efforts going on in the community. Look for ways to connect with the groups doing this outreach. See how you can work together or how you can design your strategy to complement theirs. Find out what new activities are needed, so you can tailor your efforts to fill the gaps.
- ◆ Get to know community leaders in cancer prevention who might work with you to get your messages out.



To find out about cancer prevention services in your area,

- ◆ Join your local CCC program.
- ◆ Stay up-to-date on what local organizations are doing. Check their Web sites, sign up for their newsletters, follow them on Twitter, and visit their Facebook pages. Organizations to follow include
  - Health departments.
  - Medical facilities like hospitals, clinics, and wellness centers.
  - Local groups focused on cancer prevention and local chapters of national organizations like the American Cancer Society or Susan G. Komen for the Cure.
  - Community and senior centers.
  - Recreational facilities.
  - Schools.
  - Faith-based organizations and places of worship.



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- ◆ Read local newspapers, community bulletins, and blogs.
  - ◆ Find out what low-cost, CDC-funded screening services are available in your community. For example,
    - The **National Breast and Cervical Cancer Early Detection Program** (NBCCEDP) ([www.cdc.gov/cancer/nbccedp](http://www.cdc.gov/cancer/nbccedp)) helps women get screened for breast and cervical cancer in all 50 states, the District of Columbia, 5 territories, and 12 tribal communities.
    - The **Colorectal Cancer Control Program** ([www.cdc.gov/cancer/crccp](http://www.cdc.gov/cancer/crccp)) helps men and women aged 50–64 years get screened for colorectal cancer in 25 states and 4 tribal communities.



### Advanced Tip: Community Asset Map

Make a list of the assets in your community to learn what resources you can tap into for your outreach and partnership activities. A **community asset** is anything that improves the quality of community life. Examples include

- ◆ Skills and abilities of community members.
- ◆ Buildings like schools, hospitals, places of worship, libraries, recreation and community centers, and social clubs.
- ◆ Local businesses.
- ◆ Neighborhood groups like homeowners' associations and parent-teacher associations.
- ◆ Local private, public, and nonprofit institutions and organizations.

An **asset map** shows you what resources are available in your community and how they are connected. To make an asset map, list your community's strengths and resources, and then put this information into a diagram or table. Use the map to find ways to use your community's assets to spread your messages.

For more information on community asset maps, see

- ◆ **Capacity Building for Diabetes Outreach: A Comprehensive Tool Kit for Organizations Serving Asian and Pacific Islander Communities** (<http://ndep.nih.gov/media/capacity-building-toolkit.pdf>), a tool kit developed by CDC's National Diabetes Education Program.
- ◆ **The Community Tool Box** (<http://ctb.ku.edu>), a resource from the University of Kansas that presents practical ideas on how to build healthy communities.
- ◆ The **Community Health Assessment and Group Evaluation (CHANGE) Tool** ([www.cdc.gov/healthycommunitiesprogram/tools/change.htm](http://www.cdc.gov/healthycommunitiesprogram/tools/change.htm)), a resource that includes a series of spreadsheets that can be used to gather and organize information about community assets and possible areas for improvement.

## What Can People Do to Prevent Cancer?

This part of your community assessment helps you understand what people in your community can do to protect themselves from cancer. It asks you to think about factors that might make it harder for people to use local services and resources. It also can shed light on how to improve outreach messages for your community.

Factors to consider include

- ◆ Anything that gives people a higher risk of getting cancer, like age, heredity, or the environment.
- ◆ Anything that affects how much money people have, like income levels, employment status, and insurance coverage.
- ◆ Language, cultural, and literacy barriers.
- ◆ Rates of behaviors that can affect health, like smoking and physical activity.
- ◆ Cultural beliefs about cancer prevention, use of health care services, and risk factors.
- ◆ Support services that make it easier for people to go to the doctor, like transportation, child care, and interpreters.

Even if you already know what factors to keep in mind, it's helpful to know more about them. What you learn can help you decide who you want to reach and what you want to tell them. It can help you develop messages and materials that appeal to your community members, reflect their experiences, and give them the information they need to take action. Try some of these strategies:

- ◆ Review your local cancer control plan to find information on screening, risk factors, and smoking laws in your state, tribal community, or territory. You can also check with your local CCC program or cancer coalition to see if they have this information.





- ◆ Talk to local leaders from a variety of sectors—like health care, education, social service, and business—to get a more complete picture of your community’s needs.
- ◆ Search your state or local health department’s Web site for information about your community’s use of screening services, lifestyle factors, and behaviors that influence health.
- ◆ Use these resources to get data on community characteristics and behaviors that influence cancer risk:
  - CDC’s **Behavioral Risk Factor Surveillance System** collects information about health conditions and risk behaviors in all 50 states. Get statistics for your city or county at <http://apps.nccd.cdc.gov/BRFSS-SMART>.
  - CDC’s **National Health Interview Survey** has been used to collect information from people on a range of health topics for more than 50 years. Find survey results at [www.cdc.gov/nchs/nhis.htm](http://www.cdc.gov/nchs/nhis.htm).
  - CDC’s **Youth Risk Behavior Surveillance System** tracks behaviors that put youth and young adults at risk of health problems. Get statistics for your state at [www.cdc.gov/HealthyYouth/yrbs](http://www.cdc.gov/HealthyYouth/yrbs).
  - Use the **State Cancer Profiles** Web site (<http://statecancerprofiles.cancer.gov>) to find information on screening, risk factors, and smoking laws for your state.
  - **Healthy People 2020** ([www.healthypeople.gov/2020/LHI](http://www.healthypeople.gov/2020/LHI)) is a 10-year agenda for improving the health of all Americans. It includes Leading Health Indicators, which are important health issues like access to services; use of preventive services; environmental quality; nutrition, physical activity, and obesity; and tobacco use. Click on each indicator for national statistics.
  - **County Health Rankings** ([www.countyhealthrankings.org](http://www.countyhealthrankings.org)) were developed by The Robert Wood Johnson Foundation and the University of Wisconsin Population Health Institute. They show the factors affecting your county’s health and how your county compares with others in the state. You can find statistics on smoking rates, use of screening services, poverty, unemployment, and pollution.



## What Do People Know About Cancer?

Before you begin your outreach activities, find out what people in your community know about cancer — who's at risk, how to prevent it, and where to go to learn more or to get screened. With this information, you can focus on messages that teach something new or take a fresh approach. This is more likely to get people's attention and inspire them to take action.

Your organization may already know about the level of awareness in your community. Whether you're looking for the information for the first time or trying to learn more, the following strategies can give you a deeper understanding:

- ◆ Learn more about the screening and prevention programs you found in your community assessment. See if they will share information on local knowledge, attitudes, and beliefs about cancer.
- ◆ Check with your state or local health department or with the local chapter of national cancer organizations to see if they have or can lead you to this information.
- ◆ Talk to community leaders, health care providers, patient educators, and others who work with the public, especially with people most at risk of cancer.
- ◆ Keep an eye on the local media for articles and ads aimed at raising public awareness about cancer. This will give you a sense of what information your community has seen.
- ◆ Ask community members directly. If your organization has a newsletter; takes calls from the public; or has a Web site, Facebook page, or Twitter account, you can use them to conduct a short survey. Ask people a few questions to find out what they know about the cancers affecting your community and what they can do to protect their health.







### Advanced Tip: Forums and Focus Groups

To get an in-depth understanding of people's awareness about cancer in your community, you can talk to groups of people in person. Organizing community forums and focus groups takes more time and resources. But giving community members the chance to share their opinions creates buy in, raises your organization's profile, and gives you more credibility.

Invite people from all sectors of your community to a **community forum**. Make sure the location and time are convenient and the location is accessible. Ask people direct questions or ask them to fill out questionnaires.

Conduct a **focus group** of people in your community. A focus group is a small group of people with similar characteristics who discuss their views on a particular issue. Make sure your focus group includes people who are like those you plan to reach out to. A focus group lets you probe more deeply than a survey, and it can be more efficient than interviewing people individually. If possible, use a professional moderator who matches the cultural characteristics of your participants.

For more information on conducting focus groups to gather information about the community, see the following resources:

- ◆ **Capacity Building for Diabetes Outreach: A Comprehensive Tool Kit for Organizations Serving Asian and Pacific Islander Communities** (<http://ndep.nih.gov/media/capacity-building-toolkit.pdf>).
- ◆ **CHANGE Tool** ([www.cdc.gov/healthycommunitiesprogram/tools/change.htm](http://www.cdc.gov/healthycommunitiesprogram/tools/change.htm)).


## Who Are Possible Partners?

Before you finish your community assessment, look back over the information you've collected to identify **community leaders** you should meet, learn from, and partner with. They are people who provide cancer screening services, teach the public about their health, and support healthy behaviors. They can help you reach people who are at the highest risk of cancer. They can also help you build a network of partners that covers all sectors of your community.

When identifying potential partners, start with obvious choices like health care providers, educators, and public health experts. Find out if your efforts are in line with activities outlined in your local cancer control plan, and ask the local CCC program or cancer coalition to support your efforts. You may also contact other people and groups, like

- ◆ Leaders of state and local health departments.
- ◆ Health educators and patient advocates.
- ◆ Other community groups.
- ◆ Social service agencies and community centers.
- ◆ Survivorship and support groups.



- 
- ◆ School boards and parent-teacher associations.
  - ◆ Faith-based organizations and places of worship.
  - ◆ Local businesses.
  - ◆ Members of the local media.
  - ◆ City planners.
  - ◆ State and local political offices.

Resources that can help connect you with potential partners include

- ◆ Grantees of DCPC-funded national programs ([www.cdc.gov/cancer/dcpc/about/programs.htm](http://www.cdc.gov/cancer/dcpc/about/programs.htm)).
- ◆ DCPC's list of national partners ([www.cdc.gov/cancer/dcpc/partners](http://www.cdc.gov/cancer/dcpc/partners)).
- ◆ Your organization's mailing lists, listservs, and social media followers.
- ◆ Directories of local businesses, services, and community agencies.

For more information on engaging partners, see "[Chapter 4. Building Community Partnerships](#)."



## chapter 2 Planning Your Community Outreach Strategy

Now that you have a better idea what your community needs to know about cancer prevention, you can think about ways to get information to them. Before you jump in, get organized. Take some time to put together an **outreach plan** that defines the “what,” “where,” and “who.” Putting a clear plan in place is the first step to getting the results you want from your outreach. It keeps your colleagues and partners working toward a shared goal, and it helps you think through the resources you need. Show your plan to your local CCC program, cancer coalition, and possible partners to gain their support. Update it as you review your outreach efforts.

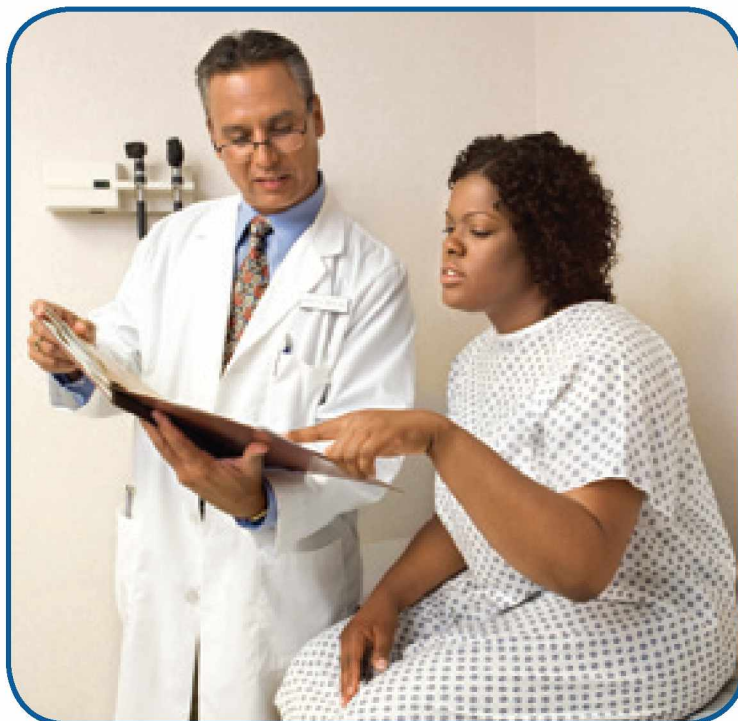
To see what a community outreach plan might look like, see the sample on [page 18](#). Use what you learned in your community assessment to draft your outreach plan. Cover the following topics: need, goals, audience, messages, materials, channels and activities, partners, and evaluation.

### Need

What did you learn from your community assessment? Why do you need to reach out to people about cancer? Write down the important points you learned—like which cancers have high rates in your community and what people do or don’t do to lower their risk. If you found out about services people aren’t using, like a smoking quit line or self-help workshop, write that down too.

### Goals

What results do you want? What information do you want people to take away from your messages and materials? List short-term goals, like getting more women to have regular Pap tests or getting more teens to use sunscreen. List long-term goals too—like reducing the rates of cervical or skin cancer in your community.







## Audience

Who is affected most by cancer in your community? Who needs to know this information? You might need to reach more than one group of people. Write down the age range, sex, race, ethnicity, and any other important characteristics of the people you want to reach.



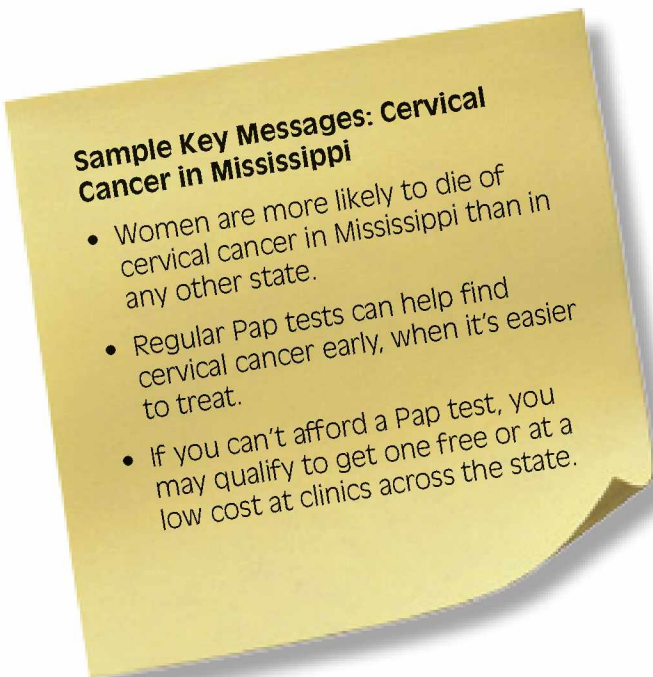
### Advanced Tip: Audience Insights

The more you know about your audience, the better you can reach them. Find out more about what matters to people, how they spend their time, and where they get their information. This will help you talk to people in ways that make the most sense to them. For more information, see CDC's Audience Insights at [www.cdc.gov/healthcommunication/Audience](http://www.cdc.gov/healthcommunication/Audience).

## Messages

What are you trying to tell people or get them to do? Try to work your messages into outreach materials and activities as much as you can. Keep your messages simple and straightforward. For example, if you're focused on preventing lung cancer, your key messages might be

- ◆ "Our state is in the top five for lung cancer deaths."
- ◆ "Smoking is the number one cause of lung cancer."
- ◆ "Low-cost programs that can help you quit are near you."



### Sample Key Messages: Cervical Cancer in Mississippi

- Women are more likely to die of cervical cancer in Mississippi than in any other state.
- Regular Pap tests can help find cervical cancer early, when it's easier to treat.
- If you can't afford a Pap test, you may qualify to get one free or at a low cost at clinics across the state.

## Materials

What handouts do you have to reinforce your messages? They can be fact sheets, brochures, posters, or other printed items. You can also use electronic items like e-cards. To save time and resources, use materials that are already prepared.

CDC has resources like fact sheets, e-cards, podcasts, and public service announcements in English and Spanish. The information in these materials is accurate and up-to-date. Find what you need at [www.cdc.gov/cancer/dcpc/resources](http://www.cdc.gov/cancer/dcpc/resources) and download or order printed copies.



## Channels and Activities

How are you going to get your materials to the people who need them? Write down how you plan to reach your audiences. For example, you might give presentations at local events, give bulletin inserts to local houses of worship, or leave brochures at local beauty parlors and barber shops. Decide which media outlets—like local newspapers and radio stations—can help you spread your messages. Think about how you can work with other community groups, leaders, and businesses to get your information out. See [Chapter 3](#) for more information about how to put your outreach strategy into action.

You don't have to start from scratch to come up with outreach activities. Find out what's been tried in other communities and how well it worked. This will give you some ideas for what might work in your community. CDC's **tools for community action** at [www.cdc.gov/healthycommunitiesprogram/tools](http://www.cdc.gov/healthycommunitiesprogram/tools) can connect you with action guides and other resources. Your local CCC program or cancer coalition is a good place to start. If they don't have activities in your community, see if they have materials you can use.

## Partners

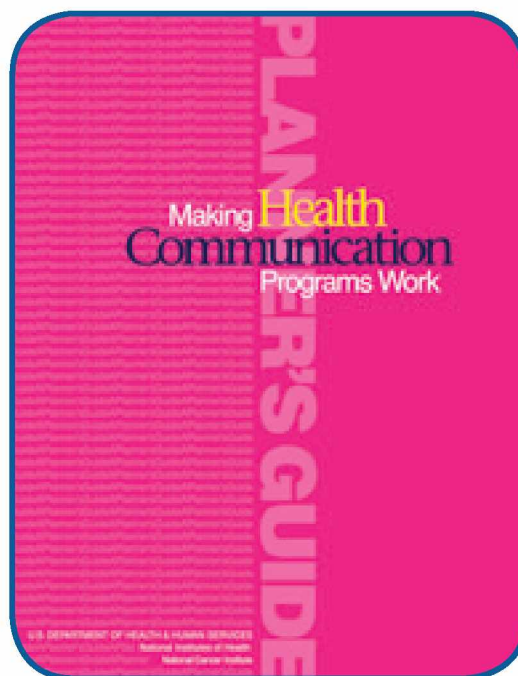
Which other community leaders, groups, or businesses are you going to work with to widen your reach? Define what your relationships and roles are. Be clear about who the messages are going to come from. See [Chapter 4](#) for more information about working with partners.

## Evaluation

How are you going to tell whether your outreach strategy is working? Review what you did to learn what worked and what didn't work in your community. See [Chapter 5](#) for more information on how to evaluate your activities.

The following resources can help you develop an outreach plan and show you examples:

- ◆ The National Cancer Institute's (NCI's) *Making Health Communication Programs Work*, also known as “the Pink Book” ([www.cancer.gov/cancertopics/cancerlibrary/pinkbook](http://www.cancer.gov/cancertopics/cancerlibrary/pinkbook)).
- ◆ CDC's **Gateway to Health Communication and Social Marketing Practice** ([www.cdc.gov/healthcommunication](http://www.cdc.gov/healthcommunication)).







## Sample Community Outreach Plan

### A School-Based Campaign to Reduce Skin Cancer Risk Among High School Students

#### NEED

- ◆ Skin cancer is the most common kind of cancer in the United States. Our state has one of the highest rates of skin cancer in the country.
- ◆ Teens are especially at risk. In our state, the number of new cases of skin cancer in teens aged 14–17 years has increased significantly in the last 10 years.
- ◆ Teens are less likely than adults to use sunscreen, stay in the shade, or wear protective clothing when out in the sun for more than an hour.
- ◆ A survey conducted by the state health department found that
  - Many teens think having a tan makes them look healthy and attractive.
  - Many teens don't know that getting a few serious sunburns early in life can increase their risk of skin cancer.
  - Most teens know they should wear sunscreen with a sun protection factor (SPF) of at least 15.
  - Fewer teens know they need to reapply sunscreen after 2 hours or that sunscreens have an expiration date.
- ◆ Our state's comprehensive cancer control program plans to work with local school districts to tell teens about the importance of sun protection.

#### GOALS

##### Short-term

- ◆ Raise awareness among local high school students about skin cancer risks.
- ◆ Get more teens to wear sunscreen, hats, protective clothes, and sunglasses when outside.
- ◆ Encourage school staff and parents to model skin-protective behaviors.

##### Long-term

- ◆ Lower skin cancer rates in our community.
- ◆ Get teens to adopt skin-protection habits that will continue into adulthood.

#### TARGET AUDIENCES

- ◆ Teens aged 14–17 years.
- ◆ School administrators and staff.
- ◆ School nurses, physical education instructors, and sports coaches.
- ◆ Parents and other family members.
- ◆ District school health councils and school health teams.
- ◆ Local businesses that sell sun-protection items.



## KEY MESSAGES

Key messages for our outreach activities came from our community assessment.

- ◆ Our state has one of the highest rates of skin cancer in the country.
- ◆ A few sunburns can increase your risk of skin cancer later in life.
- ◆ Unprotected skin can be damaged after only 15 minutes of sun exposure. Any change in skin color—pink or tanned—is sun damage.
- ◆ You can protect your skin and still have fun outside. Just remember to
  - About half an hour before you go outside, put on sunscreen with a sun protection factor (SPF) of at least 15.
  - Take a break and get in the shade from time to time.
  - Wear a hat and a loose-fitting shirt and pants.
  - Don't forget your sunglasses.



## MATERIALS

### Print Materials

- ◆ Skin cancer publications  
[www.cdc.gov/cancer/dcpc/publications/skin.htm](http://www.cdc.gov/cancer/dcpc/publications/skin.htm)
- ◆ For schools: *Sun Safety at Schools: What You Can Do*  
[www.cdc.gov/cancer/skin/pdf/sunsafety\\_v0908.pdf](http://www.cdc.gov/cancer/skin/pdf/sunsafety_v0908.pdf)
- ◆ *Guidelines for School Programs to Prevent Skin Cancer*  
[www.cdc.gov/cancer/skin/what\\_cdc\\_is\\_doing/guidelines.htm](http://www.cdc.gov/cancer/skin/what_cdc_is_doing/guidelines.htm)
- ◆ For parents: *Play It Safe in the Sun: A Guide for Parents*  
[www.cdc.gov/cancer/skin/pdf/CYCParentsBrochure.pdf](http://www.cdc.gov/cancer/skin/pdf/CYCParentsBrochure.pdf)

### Other Materials

- ◆ Podcasts on skin cancer prevention  
[www.cdc.gov/cancer/skin/basic\\_info/prevention.htm](http://www.cdc.gov/cancer/skin/basic_info/prevention.htm)



## CHANNELS AND ACTIVITIES

We will work with our local comprehensive cancer control program and partners to reach teens through school-based activities. For example, we will

- ◆ Ask local experts to speak to school administrators, staff, nurses, physical education instructors, and coaches about the importance of sun safety and how to support it in their schools.
- ◆ Give presentations at local parent-teacher association or organization meetings to educate families about skin cancer risks and prevention.
- ◆ Send press kits to local student newspapers with materials they can use to write stories about the importance of sun safety.
- ◆ Hand out brochures and flyers with sun-safety tips at school sporting events.
- ◆ Ask local businesses to donate sunscreen and other protective gear to schools for students to use during outdoor school events like field trips and sports events.
- ◆ Share information about presentations and success stories with local media outlets.
- ◆ Tweet regular tips and reminders about sun safety, particularly on days when the ultraviolet index (UVI) is high.

We will use CDC's *Sun Safety for America's Youth Toolkit* ([www.cdc.gov/cancer/skin/pdf/toolkit/SunSafetyToolkit\\_MainText.pdf](http://www.cdc.gov/cancer/skin/pdf/toolkit/SunSafetyToolkit_MainText.pdf)) for more ideas as needed.

## EVALUATION

We will track and report on the following information:

- ◆ Number of schools that received materials or presentations.
- ◆ Number of presentations given and to what types of audiences.
- ◆ Number of stories published by student newspapers and other local media outlets.
- ◆ Number of school sporting events attended.
- ◆ Number and types of materials handed out.
- ◆ Number of times tweets were retweeted.
- ◆ Number of businesses that donated sun-protection items to local schools and the total value of their donations.
- ◆ Feedback from school administrators, staff, parents, and students on changes in teens' sun-safety behavior.

# chapter 3 Getting the Word Out

After you've done your outreach plan, you can put it into action. The two phases in this process are preparation and distribution.

## Preparation

### Learn Your Cancer Facts

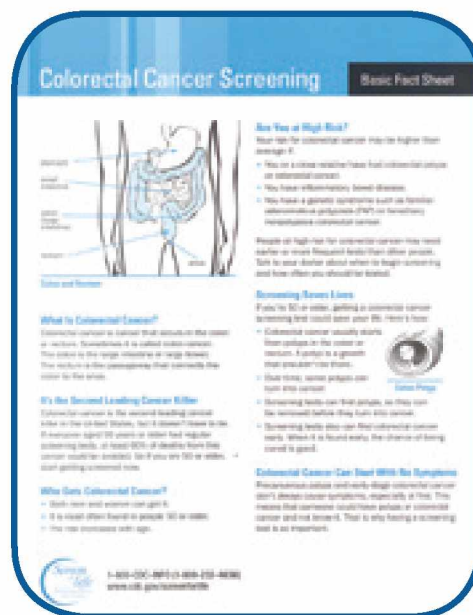
Start by educating yourself on the cancers you'll be telling people about. Get familiar with terms and definitions, causes, risks, and ways to prevent them. Resources where you can learn more include

- ◆ Your local cancer control plan and fact sheets from your local CCC program or cancer coalition.
- ◆ CDC's Cancer Web site at [www.cdc.gov/cancer](http://www.cdc.gov/cancer) for information on select cancers and ways to prevent them.
- ◆ NCI Web site at [www.cancer.gov](http://www.cancer.gov) for information on many kinds of cancer.
- ◆ The U.S. Preventive Services Task Force Web site at [www.uspreventiveservicestaskforce.org](http://www.uspreventiveservicestaskforce.org) for the latest cancer screening recommendations. CDC summarizes this information for select cancers at [www.cdc.gov/cancer/dcpc/prevention/screening.htm](http://www.cdc.gov/cancer/dcpc/prevention/screening.htm).

### Prepare Resources and Materials

Get your resources and materials ready to go. You'll use them to package your messages. They can be in a variety of formats, like

- ◆ **Fact sheets and brochures** with information on the type of cancer you're targeting, who's at risk, and ways to prevent it.
- ◆ **Posters and flyers** with short messages, like key facts about cancer and reminders to get screened.
- ◆ **Public service announcements (PSAs)** are print, radio, or television advertisements that educate people about an important issue. Mass media outlets—like magazines,



This fact sheet is from CDC's *Screen for Life: National Colorectal Cancer Action Campaign*. It has basic information about colorectal cancer screening. You can print or order this and other fact sheets from CDC's Cancer Web site. Hand them out as part of your outreach efforts.



newspapers, radio stations, television stations, and Web sites—may print or broadcast them for free.


- ◆ **Podcasts** are audio recordings with one or more speakers talking about a particular topic. People can listen to them on their computer, iPod, or smart phone and share them with others.
- ◆ **Electronic greeting cards**, also called e-cards, are short, prepared messages that people can personalize and send by e-mail to their friends.
- ◆ **Web buttons and banners** are small advertisements that people can post on their Web site, social network profile, or blog to show support for your message.

You can get materials that are already developed from the following sources:

- ◆ Your **local CCC program or cancer coalition** has materials branded for your state, tribal community, or territory. These materials may include contact information for your local health agency.
- ◆ **CDC** has resources and materials on several common kinds of cancer. Many are available in English and Spanish, and some feature celebrities. Find what you need at [www.cdc.gov/cancer/dcpc/resources](http://www.cdc.gov/cancer/dcpc/resources) and download, print, or order copies free of charge.
- ◆ **NCI** has materials on many kinds of cancer and related topics, like prevention, screening, treatment, and survivorship. Materials are available for patients and their families, as well as for health professionals. In addition to English and Spanish, materials are available in Chinese, Tagalog, and Vietnamese. Find what you need on the **NCI Publications Locator** at <https://pubs.cancer.gov/ncipl> and print or order free copies.
- ◆ Your **state health department** may have materials you can get copies of and hand out to your community. Check the Web site or call to find out.
- ◆ Some **national cancer groups** have materials for the public. Before you use their materials, contact these groups to find out what their policies are about printing and handing out copies.
- ◆ **Local hospitals or health centers** may have materials you can hand out. If they offer screening, find out if you can get handouts with information about the services they offer, schedules, costs, and how to make an appointment.
- ◆ **Healthfinder.gov** (<http://healthfinder.gov>) has information about a variety of health topics, including cancer. It offers interactive tools that people can use to help them stay healthy, like health calculators, e-cards, videos, and podcasts. It also



This is an example of a Web badge for the NBCCEDP. Copy and paste the code shown at [www.cdc.gov/cancer/nbccedp/badges.htm](http://www.cdc.gov/cancer/nbccedp/badges.htm) to display it on your Web site, social network profile, or blog to promote breast and cervical cancer screening.



links people to local health services. Each month, [healthfinder.gov](http://healthfinder.gov) features a tool kit of information and outreach ideas on a national health observance topic (like Colorectal Cancer Awareness Month). The tool kits include sample tweets, Web badges, and other resources to help you spread the word.



### Advanced Tip: Make Your Own Handouts

If you don't have a local CCC program or cancer coalition that can provide materials for your community, you can make your own.

- ◆ Use the resources you learned about in [Chapter 1](#) to create colorful tables and graphics that show the number of cancer cases and deaths in your community and who's affected most.
- ◆ Add bullet points with key facts about the type of cancer you're targeting and what people can do to protect themselves. Include the latest screening recommendations and where people can go to get screened in your area. You can use information on CDC's Web site, but make sure to note where you got the information.
- ◆ Write in clear, simple language without too many technical or medical terms. If you have to use these terms, make sure to define them.
- ◆ Translate the handout as needed.

See [www.cdc.gov/healthliteracy](http://www.cdc.gov/healthliteracy) to learn how to make easy-to-read materials. The "Develop Materials" section has helpful tips, tools, and guidelines.

## List Talking Points

Make a list of talking points to guide what you say to different audiences and situations. Start with your key messages and add details that can help answer questions people might ask. Use what you learned in your community assessment to decide what information is important to the people you're trying to reach.

Your talking points should help make the case for why people should care and tell them what they can do to make a change—in their own health and in the health of their community. You don't want to scare people with your messages, but you do want them to understand the seriousness of the problem and take action. You don't want them to feel that the problem is hopeless or they can't do anything about it. Give people real solutions. Let them know they have the power to protect themselves. Check with your local CCC program or cancer coalition to find out if they have talking points you can adapt for your community.

Tailor your talking points as needed to match your audience—like people at risk, families and caregivers, health care providers, teachers and other educators, employers, spiritual or religious leaders, or other community leaders. Keep them short and to the point. Avoid technical language and buzzwords.





Your talking points should answer the following questions:

### **What's the Problem?**

Focus on one or two cancers that take the greatest toll on your community. List key facts about them, like

- ◆ How many people are diagnosed with or die of these cancers nationwide.
- ◆ How many people are diagnosed with or die of these cancers in your county, state, tribal community, or territory.
- ◆ Where your state ranks in the nation or region—or where your county ranks in the state—for cancer cases or deaths. You should include this information if your ranking is high.
- ◆ Why the rates in your area are so high. It might be due to high levels of risky behaviors like smoking or other health problems like obesity that put people at risk of certain cancers. It could also be because people are not getting screened and cancers are not being caught early enough to treat easily.
- ◆ What factors keep people from getting screened or taking other steps to protect themselves. Maybe a lot of people in your area are out of work and don't have health insurance or enough money to pay for medical tests. Maybe there are cultural issues, like language barriers. Maybe people simply don't know what they should do.

### **Who's at Risk?**

Talk about who's most likely to get or die of cancer in your county, state, tribal community, or territory. Use the information from your local CCC program or cancer coalition, the statistics you found in your community assessment, and the information on risk factors you learned when reading about this kind of cancer. Make sure to mention age range, sex, race and ethnicity (if appropriate), genetic traits, ongoing health problems, and other factors that can increase people's risk.

### **What Can People Do to Protect Themselves?**

Discuss what people can do to lower their risk. This can include getting recommended screening tests, eating better, being more physically active, losing weight, quitting smoking, and wearing sunscreen. Be specific. Tell people how often they need to get screened and what kinds of tests they should have. If they need more physical activity, tell them how many minutes or hours they need each day, and suggest realistic ways they can get it—like walking their kids to school instead of driving them. If people need to be careful about how much sun they get, suggest simple tips like wearing a hat and sunglasses.

### **What Services Are Available to Help Them?**

List places where people can go for low-cost screening, as well as other services like health education workshops and support groups. Make sure people know where they can get the support services they need—like child care, transportation, or language translation—to take full advantage of the services the community offers.



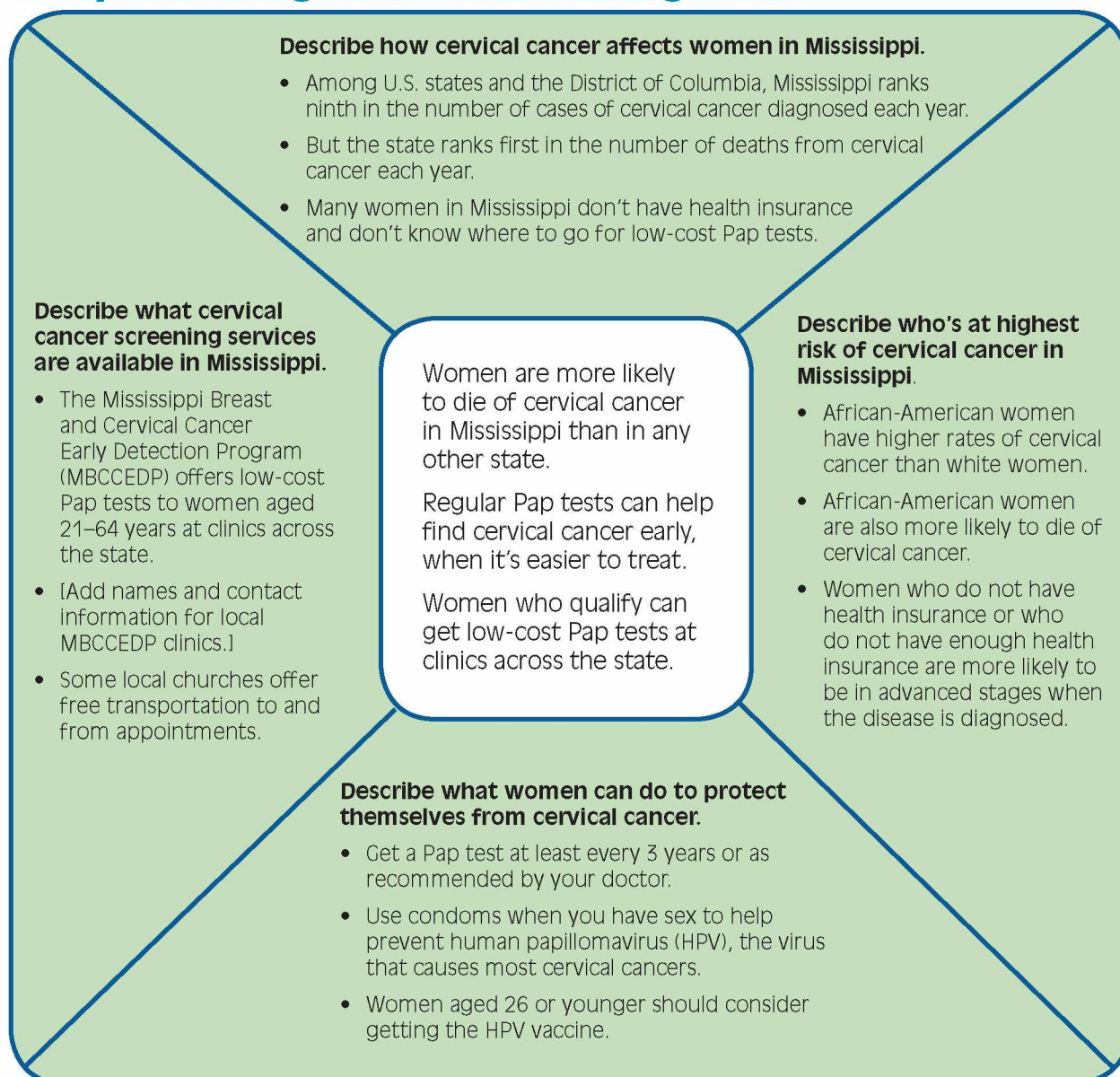


## How Can You Help?

When talking with other professionals or local business or community leaders, emphasize what they can do to help get your messages to the people who need them. Be creative. Use the **National Diabetes Education Program's** *Diabetes Community Partnership Guide* for ideas (<http://ndep.nih.gov/publications/PublicationDetail.aspx?PubId=121>). The section called "Organizations Making a Difference With 18 Easy Ideas" has suggestions for ways that other organizations can help you get your messages and materials into the community.

A helpful way to organize your talking points is to put them in a **message box** with your core messages in the center.

## Sample Message Box with Talking Points



## Distribution

Now you're ready to take your materials and talking points into the community. In general, the more timely the message, the more likely people are to pay attention and take action. Time your outreach with the following types of events:

- ◆ Local health fairs or screenings.
- ◆ Days when mobile screening services (like mammogram vans) are in your area.
- ◆ Community events like state or county fairs or sporting events.
- ◆ National health observances or national awareness months (see <http://healthfinder.gov/nho/nho.asp>).
- ◆ Professional conferences and meetings.

Here are some outreach strategies you can try. For best results, try to choose activities from each category.

## Use Your Own Network

One of the first things you can do is tell your network of members, partners, or supporters about cancer in your community. Try these strategies:


- ◆ Send **e-mail alerts** to the people on your distribution list about upcoming cancer screening or prevention activities or awareness months.
- ◆ If you mail printed copies of your **newsletter**, include copies of a cancer prevention fact sheet or flyer.
- ◆ If your group has a **blog**, use it to announce local screening and prevention activities, or write a blog post about how cancer affects your community.
- ◆ Use your group's **social media** accounts—like Facebook and Twitter—to announce events or

### What Are Social Media?

*Social media* are tools that allow you to communicate with a large network of people on the Internet. They range from images and content that can be easily downloaded to sites that foster two-way communication and ongoing interaction. Social media include Twitter, video-sharing Web sites like YouTube, and social network sites like Facebook.







link to materials and resources. Share or retweet messages from groups that you follow, like your local CCC program or cancer coalition, CDC, NCI, national cancer groups, and local community groups.

- ◆ Display printed materials, like flyers and posters, in your group's **office**.
- ◆ On your group's **Web site**, post reminders about local events, link to your local CCC program or cancer coalition and other local cancer resources, or add a button or banner that links to CDC. Embed podcasts and PSAs in your top-viewed pages.

CDC also offers a **Web content syndication service**. This service lets you display CDC content on your Web site without having to track and copy updates. It lets you include CDC content with your local information, and it helps keep people on your site. Go to <http://tools.cdc.gov/register> to register for this free service and find cancer-related pages you want to use.

### CDC Web Content

Syndicated content from CDC Web pages looks like a page on your own Web site. You can use it to provide important information without the need to research and write the content yourself. For example, the Arkansas Department of Health syndicated CDC's spotlight on Colorectal Cancer Awareness Month in the "Current Features" section of its Web site ([www.healthy.arkansas.gov/programsServices/communications/features/Pages/CDC-ColorectalCancer.aspx](http://www.healthy.arkansas.gov/programsServices/communications/features/Pages/CDC-ColorectalCancer.aspx)).



### Advanced Tip: Twitter

Twitter is an important tool for sharing health information with people. If your group uses Twitter, try these activities to spread your cancer prevention messages:

- ◆ **Live tweet** from an event to highlight key points of a presentation and audience comments. Live tweeting lets people who can't attend an event follow along.
- ◆ Schedule or participate in a **Twitter chat**. These are guided discussions or question-and-answer sessions on a topic.
- ◆ Host a **Twitterview** (interview) with a local expert on cancer prevention.

For more activities, see *The Health Communicator's Social Media Toolkit* at [www.cdc.gov/socialmedia/Tools/guidelines/pdf/SocialMediaToolkit\\_BM.pdf](http://www.cdc.gov/socialmedia/Tools/guidelines/pdf/SocialMediaToolkit_BM.pdf).

For other tips, see *CDC's Guide to Writing for Social Media* at [www.cdc.gov/socialmedia/Tools/guidelines/pdf/GuidetoWritingforSocialMedia.pdf](http://www.cdc.gov/socialmedia/Tools/guidelines/pdf/GuidetoWritingforSocialMedia.pdf).



## Use the Local Media

Build relationships with members of local media outlets—newspapers, radio stations, television stations, and bloggers—to spread your messages more widely. Try to get these media outlets to run your PSAs, write articles on the problem you identified, or publish announcements about upcoming screening and prevention activities. Here are tips for working with the media:



- ◆ **Use your local cancer coalition.** Most cancer coalitions have a workgroup that focuses on the media. Find out more about their media activities and how your community can be included.
- ◆ **Target the right outlets.** Look for media outlets that cover health topics or community issues or that reach your audience. For example, if you want to reach Spanish-speaking members of your community, look to local Spanish-language radio stations, newspapers, or magazines.
- ◆ **Know your local reporters and bloggers.** They are more likely to pay attention to pitches and story ideas that focus on topics they've covered. Look through back issues or search their Web site to see who covers health topics or community activities for your local media outlets.
- ◆ **Stay organized.** Reporters are busy; don't contact them over and over about the same story. If you don't get a response to your first contact, call or send a follow-up e-mail. Stop follow-up after three attempts with no response. Create a list to keep track of who you've contacted and about what topic.
- ◆ **Become a resource.** Even if a reporter doesn't want to use your idea for a story or run your PSA, offer to be a resource for future stories or events. This approach helps you establish a relationship and may make the reporter more receptive to your story ideas in the future.
- ◆ **Keep track.** Stay on top of coverage in the local media. Google Alerts can be a useful tool for this task. Google will e-mail news stories to you as they happen based on your search terms. You can set up alerts at [www.google.com/alerts](http://www.google.com/alerts). Use keywords like the type of cancer, your name or the name of your group, the names of other local groups you're working with, or the names of upcoming events or activities.
- ◆ **Send thank-you notes.** If a reporter uses your idea, make sure to send an e-mail or handwritten note of thanks.

To get reporters to write about your issue, you have to “pitch” your idea—that is, you have to convince them that it’s an important issue to write about. See a sample **media pitch** on [page 31](#). Here are important tips to remember when making your pitch:

- ◆ **E-mail is best.** Most reporters prefer to get pitches by e-mail, but you can follow up with a phone call as needed.
- ◆ **Make it newsworthy.** Pitching a story is competitive; members of the media can get hundreds of pitches a day. To make your story stand out, make sure it’s newsworthy. Tie it to recent news stories or upcoming events, like awareness months or community activities. Use your talking points.
- ◆ **Keep it short.** Don’t give too much information away in the pitch. Get the reporter interested enough to learn more.
- ◆ **Include background information.** Attach fact sheets, charts, or tables about cancer in your community or link to information in your e-mail. Include information about your group or yourself.

To spread the word about an important event or activity that your group is participating in or an important milestone that you or your partners have reached, you can write a press release. A press release is written like a short news story. It’s a quick and easy way to keep your local media informed.

**Press releases** are double-spaced and follow a standard format. They should include the following information:

- ◆ A short, attention-grabbing headline.
- ◆ Your contact information, including phone number and e-mail address.
- ◆ The date the media outlets can print the information or release it to the public. Press releases are usually sent the day you want the information announced. Include the phrase “for immediate release” to get it announced right away.
- ◆ Your city and state at the start of the first paragraph.





- ◆ A few short paragraphs with
  - The who, what, when, where, why, and how.
  - Additional information about the problem, what this activity does to address it, and what role you and your partners play.
  - A quote from the head of your group, a partner, a community leader, or a local supporter.
  - A brief description of your group and any partners who are participating.
- ◆ Three pound signs (###) at the bottom of the last page to indicate the end of the press release.

Mail or e-mail your press release to the appropriate people at your local newspapers, magazines, radio stations, or television stations. Press releases usually go to assignment editors, so make sure you have their names and contact information.

For more information on how to work with the media, see the *Media Access Guide: A Resource for Community Health Promotion* created by CDC's **Healthy Communities Program** at [www.cdc.gov/healthycommunitiesprogram/tools/pdf/mediaaccessguide.pdf](http://www.cdc.gov/healthycommunitiesprogram/tools/pdf/mediaaccessguide.pdf).







## SAMPLE MEDIA PITCH

[Date]

Dear [name of media contact]:

Colorectal cancer is one of the leading causes of cancer deaths for both men and women in the United States. In our state, rates of colorectal cancer are decreasing but are still higher than the national average. In fact, more people in our state die of colorectal cancer than from [disease] and [disease] combined.

Found early, colorectal cancer can be treated. Screening helps find abnormal growths that can be removed before they turn into cancer. But in our state, many people don't know what puts them at risk or when they should get screened. And many people without insurance don't know where to find screening services they can afford.

Our organization is part of a coalition that aims to reduce colorectal cancer rates in our state to below the national average in the next 5 years. To recognize National Colorectal Cancer Awareness Month this March, we are working to raise awareness about colorectal cancer in our community — who's at risk, when they should get screened, and where they can go. **Please help us spread the word by including an article on colorectal cancer in the health section of your next issue.**

I've attached some information about colorectal cancer, including statistics for our community, background on the disease, prevention tips, and screening recommendations. I've also included information about local clinics that offer low-cost screening services. Members of our coalition are available for an interview at your convenience. We also work with a local colorectal cancer advocacy group; members would be happy to share their stories of survival with you.

Thank you for your support. We look forward to hearing from you.

Sincerely,

[Your name, title, and contact information]

## SAMPLE PRESS RELEASE

### FOR IMMEDIATE RELEASE:

[Date]

Contact Name:

Telephone:

E-mail:

Web site:

### **Bringing Cervical Cancer Screening to You: Mobile Pap Tests and Support Services**

(CITY, STATE)—The Health Expo is held every year at the Convention Center to promote knowledge and actions that can lead to healthy lifestyles. For 2013, this health fair is highlighting cervical cancer by offering free Pap tests to eligible women who attend. We encourage low-income or uninsured women who are 21 or older to participate, whether they have a family history of cervical cancer or not. Our knowledgeable staff will give feedback and offer other support services for women who need them.

A mobile screening van will be unveiled as part of this event. Doctors and certified practitioners will provide free Pap tests for state residents during weekly stops at neighborhoods throughout the state until July 2014.

“We are so pleased to present the Expo and van this year,” says [organization] President Jane Smith. “With so few women in our state receiving the screenings they need, we hope our services will make an impact on early detection and preventive health in our community.”

To be eligible for free cervical cancer screenings through the Health Expo or the mobile screening van, you must be

- ◆ Female.
- ◆ 21 years old or older.
- ◆ A current resident of the state.
- ◆ Low income (at or below 250% of the federal poverty level) or uninsured.

The Health Expo will take place on Saturday, July 8, 2013 at 9:00am–7:30pm at the Convention Center. Space is limited, so please arrive early. Please bring a form of photo identification with you.

For more information, including directions to the Health Expo, visit [Web site].

[Insert brief description of your organization and your mission and goals. Include your phone number and Web site address.]

###

## Talk to People in Person

Reaching out to members of the community directly is an effective way to get your messages across. The best way to meet people is to go to the places where they are. Go to places or events where people in your community gather, and talk with them informally or give short presentations.

Talk to people who are at risk of cancer and to the professionals and community leaders who help them—like nurses, teachers, and religious leaders. These individuals have strong relationships with many people in the community. People are more likely to listen to your messages and take action if the information comes from people they know and trust.



You can get your messages and materials directly into the community in many ways. Here are some examples:

- ◆ Participate in local community events like state and county fairs, festivals, health fairs, screening events, and walk-a-thons. Bring materials to distribute. Try to get a table or booth at these events for a reduced price, or partner with another group to do so.
- ◆ Participate in community roundtables.
- ◆ Give bulletin inserts to local places of worship.
- ◆ Leave brochures and posters at beauty parlors and barber shops.
- ◆ Host brown bag lunch events at community centers.
- ◆ Be a guest speaker at in-service workshops for employees of local businesses, school board or parent-teacher association meetings, or health ministry events for congregants.
- ◆ Ask local hospital or clinic managers to display materials in their waiting rooms and play your PSAs or podcasts.

### Do you have a creative idea for getting the word out?

You can always come up with your own ideas. And if you find something new that works in your community, we may add it to future versions of this tool kit. Send your ideas to [cdcinfo@cdc.gov](mailto:cdcinfo@cdc.gov) with the subject line "Partnership Ideas."



- ◆ Try to get on the agenda to talk to nurses or community health workers during staff or professional meetings.
- ◆ Ask local businesses to display your materials in their windows or at the checkout counter or add them to shopping bags at checkout.

For more ideas, see the *Diabetes Community Partnership Guide* at <http://ndep.nih.gov/publications/PublicationDetail.aspx?PubId=121>.

When you give a presentation, you may want to use these tips:

- ◆ Tailor your talking points to your audience.
- ◆ Have printed materials that you can hand out.
- ◆ Prepare slides that highlight your key messages and talking points.
- ◆ Use instructional aids or play PSAs or portions of podcasts.
- ◆ If appropriate for your community, have someone from the community provide a survivor testimonial. If your group works with cancer survivors, ask if any of them are willing to share their story in public. Check with your local CCC program or cancer coalition to find out if a survivorship work group can recommend volunteers. You can also ask local health clinics or survivorship groups for referrals. Survivors may be willing to participate in your presentation, or they may be more comfortable giving an audio, video, or written interview.
- ◆ If no one from your group is comfortable speaking in public, try to recruit a **community health worker** to do it. A community health worker is a member of the community who is trained to do outreach and education but is not necessarily a health professional. Check with your local health department, health clinic, health ministry, or other social service organization to see if they can recommend volunteers.
- ◆ You can also request an expert from the **CDC Speakers Bureau** at [www.cdc.gov/speakers/subtopic/requestSpeakers.html](http://www.cdc.gov/speakers/subtopic/requestSpeakers.html). To book a speaker, please plan 6–8 weeks in advance.



# chapter 4 Building Community Partnerships

Forming partnerships lets you join efforts with other community groups and leaders to get your messages to more people. A **community partnership** can take different forms. For example, it can

- ◆ Be a relationship between two groups or individuals working one-on-one or among many groups working together as a larger network (like a community coalition).
- ◆ Cover a range of commitments—from exchanging information or agreeing to display brochures to formally agreeing to share staff or provide funding.
- ◆ Be an informal agreement (like a promise to help spread the word about outreach activities) or a more formal relationship with a written contract (like a commitment to support an event).

No single formula guarantees a successful partnership, but you can take steps to help build lasting relationships that benefit you, your partners, and your community.

## Step 1. Know What You Need

Your community assessment tells you what the people in your community need to know about their cancer risk. Your outreach plan lays out ways to get this information to them. As you do your assessment and put together your plan, figure out what activities your group needs help with. For example, you may need

- ◆ Ways to connect with people at risk of cancer.
- ◆ More channels to spread your outreach messages.
- ◆ Other skills and expertise, like medical knowledge or experience with the media.
- ◆ Information about the community, including local statistics on cancer.





- ◆ Links to screening services, treatment, and survivorship counseling.
- ◆ Support services like transportation to appointments or interpreters.
- ◆ Space to host workshops and other outreach activities.
- ◆ Donations of money, staff, supplies, or other resources.

## Step 2. Identify Possible Partners

The next step is finding the right community groups or leaders to meet these needs. Here are some ways to get started:

- ◆ **Build on relationships you already have.** Go to groups you've worked with in the past. If you have a history with them and know their members, they may be more willing to help. Use the work you do with these partners to draw the attention and interest of other groups.
- ◆ **Find groups with shared goals.** As part of your community assessment, you'll learn what other cancer education and prevention activities are going on in your community. Try to connect with the groups that are doing these activities. Show how you can work together and not duplicate efforts. You can also look at [www.cdc.gov/communitytransformation](http://www.cdc.gov/communitytransformation) to see if any groups in your community have **Community Transformation Grants** from CDC. These grantees are working to reduce chronic diseases like cancer by promoting healthy lifestyles.
- ◆ **Look for new or nontraditional partners.** This approach helps you broaden your reach and work toward a coordinated community response. In addition to obvious partners like health care providers, educators, and public health experts, look for other groups that have a stake in the health of the community. The groups you identify will







vary depending on your community's problems. For a detailed list of ways to work with a variety of partners, see CDC's *Engaging, Building, Expanding: An NBCCEDP Partnership Development Toolkit* at [www.cdc.gov/cancer/nbccedp/toolkit.htm](http://www.cdc.gov/cancer/nbccedp/toolkit.htm).

- ◆ **Use a phased approach.** Make a list of the activities you'll need help with during each phase of the assessment, planning, and outreach process. Start with partners who can help you complete your community assessment or get your outreach efforts off the ground. Build on these experiences and relationships to recruit new partners for later activities.

Use the **partner assessment work sheet** on [page 38](#) to link your group's needs with possible partners who can help.


### How to Ask Local Organizations and Businesses for Help

Asking organizations and businesses in your community to support you can be challenging. Many have already been asked to support a variety of community activities. Here are some suggestions for making your messages stand out:

- **Consider the messenger.** Does someone at your organization, CCC program, or cancer coalition have a relationship with the organization or business? If so, you could tap into this person's input and influence.
- **Highlight the community focus.** Explain that their help supports people in their own community. This selling point is unique. Some people may feel strongly about the community working as a whole to take care of its own.
- **Emphasize the work of other groups.** With their permission, mention other organizations and businesses who have already agreed to help. This may create a bandwagon effect and help persuade other groups to join in.



Partner Assessment Work Sheet			
Need	Who Has Access	Shared Goals	Relationships
Ways to reach people at risk of cancer			
Channels to spread outreach messages			
Other skills and expertise, like medical knowledge or experience with the media			
Information about the community, including local cancer statistics			
Screening services, treatment, and survivorship counseling			
Support services like transportation to appointments or interpreters			
Space to host workshops and other outreach activities			
Donations of money, staff, supplies, or other resources			



After you've listed your possible partners, learn more about them. Do background research to make sure you know each partner's

- ◆ Mission and area of focus.
- ◆ Target audience.
- ◆ History and reputation in the community.
- ◆ Current and previous activities in cancer prevention.
- ◆ Organization, culture, and values.
- ◆ Available resources.
- ◆ Possible areas of need.

For each community group you want to approach, look for ways to make a partnership mutually beneficial. Make a list of how the group can help you and how you can help them. Benefits to partners can include recognition in the community, more networking opportunities, greater use of their programs or services, and access to more people in the community.

### Use Social Media to Find Partners


If your group has a Web site, newsletter, or social media account like Facebook or Twitter, you can announce that you're looking for new partners. This approach may be helpful if you're having trouble deciding which possible partners to contact or if you're expanding your search to include partners outside your usual area of focus.

## Step 3. Develop Partnerships

Contact the community groups you're interested in and make your case for why they should partner with you. Try these tips for making successful connections:

- ◆ Start with a phone call, letter, or e-mail to introduce your group and the goals of your outreach strategy. Use your talking points as a guide. If you know someone in the group, contact that person directly. If you've been referred by a colleague or someone in the community, or if you've worked with this group in the past, be sure to mention that. See [page 40](#) for a sample **partner letter**.
- ◆ When you meet with the members of a new group for the first time, try to do it in person. Talking face-to-face helps you build strong relationships and successful partnerships.
- ◆ During your meeting, use the talking points from your message box to describe how cancer affects your community and how you plan to address it. Make sure your information relates to the group's focus and activities. When you can, tailor your communication style to "speak their language."



- 
- ◆ Explain what you'd like this group to do for you, and what you can do for them. Be clear about the level of partnership activities you're proposing. These activities will likely include
    - Networking—exchanging information.
    - Coordinating—working together on activities.
    - Cooperating—sharing resources.
    - Collaborating—enhancing each other's capabilities and resources.
  - ◆ Let the members of the group tell you about their goals, accomplishments, and needs. Keep in mind what you learned in your background research. Ask for their perspective on the problem and how they would address it. Ask what resources they are willing to contribute and what they want to get from you.
  - ◆ If the group decides to partner with you, make sure everyone knows and agrees to their roles and responsibilities. It's best to put them in writing.

## SAMPLE PARTNER LETTER

Dear [Name of Organization Contact]:

Cervical cancer remains a major health risk for women in our community. [##] women die each year of this disease, in large part because the disease is diagnosed at a late stage. Our organization is working to reduce cervical cancer in our community by raising awareness of local screening services and encouraging women to use them.

We hope you will partner with us in this effort. We have seen your organization's commitment to [list appropriate activity or area of expertise]. Because of your commitment, we see many ways to combine our strengths to achieve this common goal. For example, [describe specific activity and how organization may contribute].

We would like to schedule a meeting to discuss a partnership at your earliest convenience. Please feel free to share any insights or concerns you may have regarding a potential partnership.

We look forward to hearing from you and working together to fight cervical cancer.

Sincerely,

[Your name, title, and contact information]



### Advanced Tip: Formal Partnership Agreements

When setting up a new partnership, you should define each partner's roles and responsibilities clearly. One way to do this is to make a **partnership action plan**. This plan outlines your shared vision or mission, what you want your partnership to achieve, the ground rules for working together, and the activities each partner will do. The partnership action plan might also include

- ◆ Who's in charge of each task.
- ◆ The names of contact people.
- ◆ How you will make decisions.
- ◆ Problems you might face and how you will address them.
- ◆ Other resources you need.
- ◆ A timeline for getting things done.

Before you start any activities, discuss with your partner how you want to track the success of your partnership. Decide what "success" means and how you will measure it. For example, you might write and share periodic progress reports.

If you or your partner wants a more formal agreement, you can draft a **memorandum of understanding, contract**, or other written document. If you choose this type of agreement, talk to a lawyer for advice on exact wording.

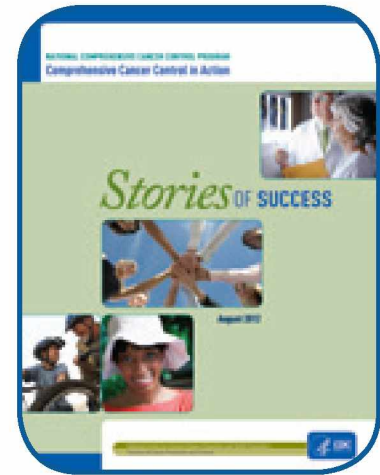
## Step 4. Maintain Partnerships

Building a strong relationship takes time. The following tips will help you work together effectively and keep partnerships going:

- ◆ **Communicate regularly.** Agree to check with each other regularly by phone or e-mail to talk about how activities are going and how the partnership is working for both groups. Discuss each partner's goals for future activities and how you can continue to work together.
- ◆ **Express your thanks.** As activities are completed, thank your partners one-on-one in person or by phone or e-mail. See [page 42](#) for a sample **thank you letter**. With their permission, give your partners credit and public recognition for their support—for example, during meetings with other partners, during presentations to the community or the media, or through social media.
- ◆ **Evaluate progress.** Keep track of partnership activities and accomplishments, and share the results with partners. Ask your partners if they are satisfied with the relationship and how they would make it better. See "[Chapter 5. Evaluating Your Efforts](#)" for ideas on how to accomplish these tasks.
- ◆ **Be flexible and open to change as needed.** Build on successes, address problems, and explore ways to enhance the partnership.

To support your partnership efforts, you can

- ◆ Search CDC's **Community Health Resources** database ([http://apps.nccd.cdc.gov/dach\\_chaps](http://apps.nccd.cdc.gov/dach_chaps)) for tools, guides, and other materials. Browse the database by health topic (like cancer) or resource type (like partnerships).
- ◆ Find information about model partnerships in CDC's *Stories of Success: National Comprehensive Cancer Control Program: Comprehensive Cancer Control in Action* ([www.cdc.gov/cancer/ncccp/state.htm](http://www.cdc.gov/cancer/ncccp/state.htm)).



## SAMPLE THANK YOU LETTER

Dear [Name of Organization Contact]:

On behalf of [name of your organization], I would like to thank you for your partnership and support. Because of the funding, materials, and staff time donated by your organization, we were able to double the number of people seeking tobacco cessation services this year.

We received many positive responses to this year's outreach activities. [Provide quotes and other examples. Highlight feedback that relates to the partner's activities.]

Again, we appreciate your contributions and look forward to more partnership opportunities with your organization in the future.

Sincerely,

[Your name, title, and contact information]





### Advanced Tip: Forming Community Coalitions

After you have established successful relationships with several partners, consider bringing them together. **Community coalitions** pool knowledge, skills, and resources from diverse groups and get them working toward a common goal—in this case, reducing cancer rates in your area. Coalitions are better than individual groups at tackling problems on a broader scale and over a longer period of time.

Successful coalitions have a formal structure, including clear leadership, member responsibilities, and rules of engagement. Members meet regularly and are involved in planning, outreach, and advocacy activities. Coalitions should create and maintain the following documents:

- ◆ Organizational chart and list of members.
- ◆ Membership agreements.
- ◆ Mission statement, goals, and objectives.
- ◆ Operating procedures.
- ◆ Community action plan.
- ◆ Meeting minutes.
- ◆ Budget.

The following resources can help you set up and manage a community coalition:

- ◆ CDC's **Communities Putting Prevention to Work Program** has an online resource center ([www.cdc.gov/CommunitiesPuttingPreventiontoWork/resources](http://www.cdc.gov/CommunitiesPuttingPreventiontoWork/resources)) with information on how to work with community members and build partnerships and coalitions.
- ◆ The **CHANGE Tool** ([www.cdc.gov/healthycommunitiesprogram/tools/change.htm](http://www.cdc.gov/healthycommunitiesprogram/tools/change.htm)) helps coalitions make community action plans.
- ◆ **The Guide to Community Preventive Services** ([www.thecommunityguide.org](http://www.thecommunityguide.org)) describes community-based interventions proven to help reduce people's risk of getting certain cancers. Many are communitywide activities that may be led best by coalitions.
- ◆ *Healthy People 2020's* **MAP-IT Guide** ([www.healthypeople.gov/2020/implementing](http://www.healthypeople.gov/2020/implementing)) provides a framework for setting up a coalition and using it to understand your community's needs, plan outreach activities, and track your progress.

Coalitions may not be right for every community or every problem. They need a lot of time and investment, careful planning, and strong support from the community. But by sharing the workload—and the costs—of prevention activities, coalitions can help bring comprehensive change to their communities.





## chapter 5 Evaluating Your Efforts

It's important to know whether the time and resources you've invested are paying off. Find out if your outreach efforts are having an effect on the community. Periodically review your activities to see how they're working. Use what you learn from your review to change your activities so they work better and to show partners you're making progress. This information can also encourage the community to support you and convince new partners to join you.

Here are some tips for evaluating your outreach efforts.

### Define Success

What changes will help show that your activities are having an impact? Refer to the goals you put in your outreach plan. Remember that it can take a long time to see changes in people's health and behaviors, like lower cancer rates or lower smoking rates. It can also be hard to know what role any one strategy or activity played in these changes. Instead, focus on results you can see and measure more quickly and more easily, like whether more people are using local screening services.

### Decide What Information You Need to Collect

Look at the activities you have planned to see what kind of quantitative (numeric) and qualitative (summary) information you can get from them. These measures can include information on

- ◆ Presentations you give.
- ◆ People who attend your presentations.
- ◆ Materials you give out.
- ◆ People who are getting screened or using other prevention services.
- ◆ Advertisements, PSAs, and articles.
- ◆ Partners working with you.
- ◆ Followers or subscribers to your newsletter or social media accounts.
- ◆ Questions from the public about your activities.

#### Plan Your Evaluation

Think about how you will evaluate your outreach activities before you start doing them. If possible, collect information on certain measures before you start so you can show change over time.



## Collect and Organize the Information

You can track many of the measurements yourself by documenting your activities in a simple database or spreadsheet program. Monitor local print media, Web sites, and social media to see how often you or your partners are mentioned. Use sign-in sheets to find out how many people attend your presentations.

Ask your clinic partners to share statistics on how many people use their cancer screening services. Find out if they're willing to ask their patients how they heard about the services. This information could help you find out whether any changes in use can be traced back to your work.



You should also get information from your partners on how they think the partnership is working. Talk to them one-on-one or ask them to provide feedback in writing. Ask them questions like

- ◆ How is the partnership working? What is working well? What could be done better?
- ◆ What have you contributed to the partnership? What have you gotten out of it?
- ◆ Do you feel like your concerns and suggestions are heard and addressed?
- ◆ What ideas do you have for changing or improving the partnership?

### Advanced Tip: Evaluating Coalitions

If you're part of a community coalition or other large network of partners, take time to review how well you're working together. Try using a tool like the **Prevention Institute's Collaboration Assessment Tool** ([www.preventioninstitute.org/component/jlibrary/article/id-193/127.html](http://www.preventioninstitute.org/component/jlibrary/article/id-193/127.html)). It can help you learn what your coalition's strengths are and what you need to improve.

## Report Your Findings

Write a short report on the information you collected. Use bullet points to focus on the most important results. Show information in charts, tables, and graphs if you can. Include a section on what you learned and what changes you will make for future activities. Highlight successes and include examples or case studies. Give credit to your partners for their work.

Share the report with your partners, possible partners, and other supporters in the community. Tell your local media contacts and try to get them to write a story about your successful results. If your group has a newsletter or a social media account, use them to spread the word. Work the results into your talking points, pitches, and presentations.



## Make Changes as Needed

Use what you learned in your evaluation to update your outreach strategy, activities, and partnership efforts. Keep a record of what you changed, when you changed it, and why. In your next evaluation, see if the changes worked.

For more information about evaluating programs, including tools and step-by-step guides, see these resources:

- ◆ **NCI's *Making Health Communication Programs Work* (the Pink Book)**  
[www.cancer.gov/cancertopics/cancerlibrary/pinkbook](http://www.cancer.gov/cancertopics/cancerlibrary/pinkbook)
- ◆ **CDC's Gateway to Health Communication and Social Marketing Practice**  
[www.cdc.gov/healthcommunication](http://www.cdc.gov/healthcommunication)
- ◆ **Evaluation resources from CDC's Office of the Associate Director for Program**  
[www.cdc.gov/eval/resources](http://www.cdc.gov/eval/resources)







## chapter 6 Resources

This chapter lists all of the resources suggested in this tool kit and where to find them, as well as other tool kits that might help you. Many of the publications cited can be downloaded from the Internet.

CDC's Division of Cancer Prevention and Control offers a limited number of free copies of some of its printed materials, including fact sheets, brochures, and posters. Some materials are available in Spanish. For more information about ordering free copies and a list of publications available online, visit [www.cdc.gov/cancer/dcpc/publications](http://www.cdc.gov/cancer/dcpc/publications).

### Cancer Information: General

CDC's Division of Cancer Prevention and Control  
[www.cdc.gov/cancer](http://www.cdc.gov/cancer)

National Comprehensive Cancer Control Program  
[www.cdc.gov/cancer/ncccp](http://www.cdc.gov/cancer/ncccp)

National Cancer Institute  
[www.cancer.gov](http://www.cancer.gov)

U.S. Preventive Services Task Force  
[www.uspreventiveservicestaskforce.org](http://www.uspreventiveservicestaskforce.org)

### Cancer Information: Data and Risk Factors


Cancer Control P.L.A.N.E.T  
<http://cancercontrolplanet.cancer.gov>

*United States Cancer Statistics* (USCS)  
[www.cdc.gov/uscs](http://www.cdc.gov/uscs)

State Cancer Facts  
<http://apps.nccd.cdc.gov/StateCancerFacts>

Behavioral Risk Factor Surveillance System  
<http://apps.nccd.cdc.gov/BRFSS-SMART>

CDC WONDER  
<http://wonder.cdc.gov/cancer.html>



County Health Rankings  
The Robert Wood Johnson Foundation and the University of Wisconsin  
Population Health Institute  
[www.countyhealthrankings.org](http://www.countyhealthrankings.org)

*Healthy People 2020*  
U.S. Department of Health and Human Services  
[www.healthypeople.gov/2020/](http://www.healthypeople.gov/2020/)

National Health Interview Survey  
[www.cdc.gov/nchs/nhis.htm](http://www.cdc.gov/nchs/nhis.htm)

State Cancer Profiles  
<http://statecancerprofiles.cancer.gov>

Youth Risk Behavior Surveillance System  
[www.cdc.gov/HealthyYouth/yrbs](http://www.cdc.gov/HealthyYouth/yrbs)

## **Cancer Information: Screening and Prevention Services**

National Breast and Cervical Cancer Early Detection Program  
[www.cdc.gov/cancer/nbccedp](http://www.cdc.gov/cancer/nbccedp)

Colorectal Cancer Control Program  
[www.cdc.gov/cancer/crccp](http://www.cdc.gov/cancer/crccp)

Healthfinder.gov  
<http://healthfinder.gov>


## **Communication and Outreach**

Gateway to Health Communication and Social Marketing Practice  
[www.cdc.gov/healthcommunication](http://www.cdc.gov/healthcommunication)

*Making Health Communication Programs Work* (the Pink Book)  
National Cancer Institute  
[www.cancer.gov/cancertopics/cancerlibrary/pinkbook](http://www.cancer.gov/cancertopics/cancerlibrary/pinkbook)

*Media Access Guide: A Resource for Community Health Promotion*  
[www.cdc.gov/healthycommunitiesprogram/tools/pdf/mediaaccessguide.pdf](http://www.cdc.gov/healthycommunitiesprogram/tools/pdf/mediaaccessguide.pdf)

*The Health Communicators Social Media Toolkit*  
[www.cdc.gov/socialmedia/Tools/guidelines/pdf/SocialMediaToolkit\\_BM.pdf](http://www.cdc.gov/socialmedia/Tools/guidelines/pdf/SocialMediaToolkit_BM.pdf)



*CDC's Guide to Writing for Social Media*

[www.cdc.gov/socialmedia/Tools/guidelines/pdf/GuidetoWritingforSocialMedia.pdf](http://www.cdc.gov/socialmedia/Tools/guidelines/pdf/GuidetoWritingforSocialMedia.pdf)

CDC's Web Content Syndication Service

<http://tools.cdc.gov/register>

CDC Speakers Bureau

[www.cdc.gov/speakers/subtopic/requestSpeakers.html](http://www.cdc.gov/speakers/subtopic/requestSpeakers.html)

## **Community-Based Programs and Interventions**

Community Health Resources Database

[http://apps.nccd.cdc.gov/dach\\_chaps](http://apps.nccd.cdc.gov/dach_chaps)

Healthy Communities Program Tools for Community Action

[www.cdc.gov/healthycommunitiesprogram/tools](http://www.cdc.gov/healthycommunitiesprogram/tools)

*The Guide to Community Preventive Services (The Community Guide)*

[www.thecommunityguide.org](http://www.thecommunityguide.org)

## **Partnerships**

Communities Putting Prevention to Work Program

[www.cdc.gov/CommunitiesPuttingPreventiontoWork/resources](http://www.cdc.gov/CommunitiesPuttingPreventiontoWork/resources)

Community Health Assessment aNd Group Evaluation (CHANGE) Tool

[www.cdc.gov/healthycommunitiesprogram/tools/change.htm](http://www.cdc.gov/healthycommunitiesprogram/tools/change.htm)

Division of Cancer Prevention and Control: National Programs

[www.cdc.gov/cancer/dcpc/about/programs.htm](http://www.cdc.gov/cancer/dcpc/about/programs.htm)

Division of Cancer Prevention and Control: Partners

[www.cdc.gov/cancer/dcpc/partners](http://www.cdc.gov/cancer/dcpc/partners)

CDC's Community Transformation Grants

[www.cdc.gov/communitytransformation](http://www.cdc.gov/communitytransformation)

*Healthy People 2020* MAP-IT Guide

[www.healthypeople.gov/2020/implementing](http://www.healthypeople.gov/2020/implementing)





## Evaluation

Gateway to Health Communication and Social Marketing Practice  
[www.cdc.gov/healthcommunication](http://www.cdc.gov/healthcommunication)

*Making Health Communication Programs Work* (the Pink Book)  
National Cancer Institute  
[www.cancer.gov/cancertopics/cancerlibrary/pinkbook](http://www.cancer.gov/cancertopics/cancerlibrary/pinkbook)

Office of the Associate Director for Program: Evaluation Resources  
[www.cdc.gov/eval/resources](http://www.cdc.gov/eval/resources)

## Other Tool Kits and Resources

*Capacity Building for Diabetes Outreach: A Comprehensive Tool Kit for Organizations Serving Asian and Pacific Islander Communities*  
National Diabetes Education Program  
<http://ndep.nih.gov/media/capacity-building-toolkit.pdf>

*Diabetes Community Partnership Guide*  
National Diabetes Education Program  
<http://ndep.nih.gov/publications/PublicationDetail.aspx?PubId=121>

*Engaging, Building, Expanding: An NBCCEDP Partnership Development Toolkit*  
National Breast and Cervical Cancer Early Detection Program  
[www.cdc.gov/cancer/nbccedp/toolkit.htm](http://www.cdc.gov/cancer/nbccedp/toolkit.htm)

*Stories of Success: National Comprehensive Cancer Control Program: Comprehensive Cancer Control in Action*  
National Comprehensive Cancer Control Program  
[www.cdc.gov/cancer/ncccp/state.htm](http://www.cdc.gov/cancer/ncccp/state.htm)

*The Community Tool Box*  
University of Kansas  
<http://ctb.ku.edu>

Prevention Institute  
[www.preventioninstitute.org](http://www.preventioninstitute.org)



December 2012

Division of Cancer Prevention and Control  
National Center for Chronic Disease Prevention and Health Promotion  
Centers for Disease Control and Prevention  
4770 Buford Highway, Mailstop K-64  
Atlanta, GA 30341-3717

Web: [www.cdc.gov/cancer](http://www.cdc.gov/cancer)

E-mail: [cdcinfo@cdc.gov](mailto:cdcinfo@cdc.gov)

Twitter: @CDC\_Cancer

Phone: 1-800-CDC-INFO (232-4636); TTY: 1-888-232-6348

